

The Director of Central Intelligence

Washington, D.C. 20505

23 July 1985

Dear Pete,

It was nice to have you for dinner the other evening.

Among other things, we talked a bit about our recruiting problem. You caught my attention in raising the question of whether we are targetting our prospects well in the light of the huge gap between the number of applications we get and the number of people we bring on board. I have attributed that to the very tight screening we do and to the fact that we need the large number of applicants to come up with the recruits we need to manage the organization. Still, we can always target better and it may be that we are missing on classes of people who would be good for us. Examples would be people looking for another career, people with natural savvy who don't meet educational or IQ standards, people from activities which may be directly relevant and could be brought in with better experience, etc.

I told you that I had

, take a look at our recruitment. I attach a copy of his report. It has been quite helpful and we have followed through on a fair number of his recommendations with good results thus far. Our current career training course is almost twice as large as classes we have had in recent sessions.

I have asked our personnel people to analyze the fallout between the large number of applicants and the number of recruitments, the reasons for elimination, how different categories of applicants have failed in running the gauntlet, etc. I will send that to you when it is completed which should be in a few days. Perhaps we can talk about this next time I see you.

Yours,



William J. Casey

The Honorable Peter H. Dailey

Attachment:
As stated

30 May 1985

Executive Registry

85- 2175

MEMORANDUM FOR: Director of Central Intelligence

STAT
FROM:

SUBJECT: Recruitment

Dear Bill,

This report and study are submitted at your request. Recruitment problems at CIA do exist.

As I see it, the prime problem is the need for an overall basic strategy and plan for the recruitment operation.

To accomplish that, will take your total support--including a commitment of some of your time.

The current leadership you have in place at OP should be able to do the job. They are a gung-ho, can-do spirited bunch. They've got some good ideas.

But they need some tools to work with and its going to cost you some bucks and manpower to make the system work.

We have too many people chasing around after new hires. Each Directorate seems to have their own recruiting and hiring setup.

They're all upset with OP, yet none of their operations are doing any good either.

That doesn't mean the Directorate should not be involved in hiring interviews or specialized hiring.

But we've got to get a system where we're all pulling together.

Someone must get control of the entire recruitment operation and centralize and coordinate the Agency's hiring procedures--or the other alternative would be let each Directorate run their own hiring operation and abolish OP.

Frankly, I think you've got to centralize the operation.

One person must be in control and accountable.